

TEMPLATE 3: INTERNAL REVIEW

Name Organisation under review: *BCAM – Basque Center for Applied Mathematics*

Organisation’s contact details: Lorea Gómez García (hrs4r@bcamath.org)

Web-link to published version of organisation’s HR Strategy and Action Plan:

<http://www.bcamath.org/en/the-center/hrs4r>

Web-link to organisational recruitment policy (OTM-R principles):

<http://www.bcamath.org/en/the-center/hrs4r>

SUBMISSION DATE TO THE EUROPEAN COMMISSION: DECEMBER 2018

1. ORGANISATIONAL INFORMATION

Please provide an update of the key figures for your organisation. Figures marked * are compulsory.

STAFF & STUDENTS	FTE
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research	88
Of whom are international (i.e. foreign nationality)	50
Of whom are externally funded (i.e. for whom the organisation is host organisation)	46
Of whom are women	23
Of whom are stage R3 or R4 ¹ = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.	12
Of whom are stage R2 = in most organisations corresponding with postdoctoral level	50
Of whom are stage R1 = in most organisations corresponding with doctoral level	26
Total number of students (if relevant)	-
Total number of staff (including management, administrative, teaching and research staff)	96
RESEARCH FUNDING (figures for most recent fiscal year - 2017)	€
Total annual organisational budget	4.334.322 €
Annual organisational direct government funding (block funding, used for teaching, research, infrastructure,...)	-
Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)	4.160.294 €
Annual funding from private, non-government sources, designated for research	174.028 €

¹ http://ec.europa.eu/euraxess/pdf/research_policies/Towards_a_European_Framework_for_Research_Careers_final.pdf

ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

BCAM – Basque Center for Applied Mathematics is an interdisciplinary research center located in Bilbao that develops its work in the field of applied mathematics. BCAM currently employs more than 90 researchers from 25 countries who work in fields that range between Data Science and Mathematical Modelling. Luis Vega, professor at the UPV/EHU, is leading this research center, which was the first in the Basque Country to be recognized twice as a Severo Ochoa center of excellence at state level. Since its creation, BCAM has achieved various projects of international excellence, as well as a scientific production that has become an international reference in its field, having been elected member of ERCOM, Network of European Research Centres in Mathematics.

2. STRENGTHS AND WEAKNESSES OF THE CURRENT PRACTICE (NARRATIVE)

Please review the strengths and weaknesses under the 4 thematic areas of the Charter and Code, as provided by your organisation in the initial assessment phase. When doing so, you should do not only look back, but also consider new priorities, strategic decisions, etc. which may further influence the action plan. Please also provide a brief commentary in the "Remarks" column if major changes have occurred versus the initial plan.

Ethical and professional aspects

Since its creation BCAM has always been aware of the Ethical and professional aspects and they are integrated in the general Strategy of the center. In this sense, BCAM undersigns the European Charter and Code for Researchers.

Recruitment and selection

In relation to Human Resources Management, BCAM has set up different processes and policies in the framework of the BCAM Management Model. Our policy for recruiting scientists guarantees impartiality through the whole selection process, by prevailing competency and evidence-based qualifications. The principles of openness and fairness guide the evaluation of every individual's achievement, this leads to a personal and personalized evaluation and degree of development which may include training and mentoring.

BCAM has defined its own management model based on EFQM, and guided by its definitions; we perform evaluations and revisions of the processes, in which all the staff is involved, to ensure the continuous improvement of the operations of the foundation.

Attracting talent is based on the evaluation of the merits of each submitted candidature, guaranteeing the same opportunities for all candidates, and trying to keep gender balance. These principles are also applicable to the selection of the Administrative Staff team.

However, the internal review of the recruitment and selection processes under the "Open, Transparent and Merit-Based Recruitment Check-list (OTM-R)" have shown that there's a lot of room for improvement: attraction of underrepresented groups, advertisements with more detail of the working conditions, etc. So, the New Action plan for the next 3 years includes, among others, the elaboration of the new OMT-R policy.

Working conditions

Over the last years the number of researchers at BCAM has grown quickly, forming an international, heterogeneous and dynamic team. The overall satisfaction of these researchers is high. Moreover, in 2017 a new office was opened in order to gain space for all the staff (for training sessions, meetings, visitors, etc.) and in 2019 a new laboratory will be opened for some specific research lines of BCAM. In relation to infrastructures, the center has accomplished the extension of the IT infrastructures, mainly the new computing nodes for BCAM Hypatia cluster, and the BIRD open access repository.

On the other hand, the internal survey carried out in 2018 has shown some areas to improve, such as the career development plan, that will be included in the new Action Plan for the next 3 years.

Procedures to deal with complaints are in place and in compliance with the national rules and regulations, and researchers are satisfied with their outcome. But they will be better communicated so that all researchers are aware. In fact, in November 2017 the assessment of the current plan was made, including some training on interpersonal conflict management and psychosocial risks.

The remuneration policy is set taking into account the constraints of the Basque and Spanish Science system (mainly the public University system), and it is based on research experience and performance. The BCAM Steering Board approved in 2015 the bonus assignment policy, which is applied to all BCAM researchers.

Guidelines on vacations, trips, absences, health and safety at work regulations, predoctoral mobility... are published in the BCAM internal portal and known by all BCAM employees.

In relation to personal data protection, BCAM is compliant with the European General Data Protection Regulation.

Finally, it is important to note that, in 2018 BCAM has elaborated a Gender Equality Plan which will be implemented in the period 2019-2021. This will help, in general, to the continuous improvement process of the working conditions and, in particular, to the gender balance.

Training and development

We consider that the training is essential for the development of all the employees. Therefore, every year it is carried out an assessment in order to evaluate the training needs (non-technical and technical) for all the employees of BCAM. Based on the results of the assessment and the annual budget, BCAM offers different training activities both technical (scientific seminars, summer school, courses...) and non-technical (languages, communication skills, time management...)

In fact, every year BCAM offers Basque and Spanish courses for all the employees in order to give to foreign people the opportunity to learn the language, since we consider that it is helpful for their process of integration and adaptation in Bilbao. In this process, BCAM also counts on the association Bizkaia Talent that supports researchers in their relocation (school for children, dual career plan, social activities...)

Regarding the professional development of researchers, the survey shows the necessity to review and update the current Career Development Plan and to communicate it to the researchers. Therefore, this action will be included in the New Action plan for the next 3 years, with the aim of providing researchers with information about the possibilities to continue developing professionally and giving them access to career advice.

Have any of the priorities for the short- and medium term changed?

The priorities are maintained as initially planned. However, some actions have been extended to the new plan due to its complexity and the new dimension of the center, that has significantly grown in size in the last period 2014-2017.

Have any of the circumstances in which your organisation operates, changed and as such have had an impact on your HR strategy?

The number of researchers has significantly increased in the last period, so some of the HR procedures (such as training, working conditions, complaints management...) have been further developed so as to adapt to the new dimension of the center.

Are any strategic decisions under way that may influence the action plan?

The action plan is aligned with the BCAM strategic plan 2018-2021, so the decisions under way should not influence the action plan.

3. ACTIONS

Please consult the list of all actions you have submitted as part of your HR strategy. Please add to the overview the current status of these actions as well as the status of the indicators. If any actions have been altered, omitted or added, please provide a commentary for each action.

Note: Choose one or more of the principles automatically retrieved from the GAP Analysis with their implementation ratings:

<i>Proposed actions</i>	<i>Gap Principle(s)</i>	<i>Timing</i>	<i>Responsible Unit²</i>	<i>Indicator(s) / Target</i>	<i>Current status</i>	<i>Remarks</i>
1. ETHICAL AND PROFESSIONAL ASPECTS						
Improvement of BCAM Outreach Plan	9	October-16	GM & CM & IT	Improvements on the website and presence in social networks (LinkedIn, Twitter and YouTube). Additionally, BCAM has contracted a "Community Manager" (new job position created).	Completed	

² **GB:** Governance Bodies, **SD:** Scientific Director, **GM:** General Manager, **PM:** Project Manager, **MA:** Management Assistant, **CM:** Community Manager; **IT:** IT Manager, **AS:** Administrative Assistant.

<p>Internal Communication Systems mapping and improvement</p>	<p>9</p>	<p>June-17</p>	<p>GM & CM & IT</p>	<p>Development of new internal communication systems.</p>	<p>Completed</p>	<p>New specific email accounts have been created for specific functions, such as:</p> <ol style="list-style-type: none"> 1) communication@bcamath.org, to send information that may be of interest for the website of BCAM, to include in the televisions of the center, to send by a circular to all the employees, etc. 2) facilities@bcamath.org, to communicate any needs (materials, furniture, ...) or problems that employees may have in the workplace. 3) recruitment@bcamath.org, to manage all the recruitment processes. <p>BCAM already has other specific email accounts (trips@bcamath.org, support@bcamath.org, ...) that are very useful, so the aim of these new ones is to improve even more the internal communication.</p>
<p>Show the importance of the mathematics to the society in a way that can be understood and expose the most important research activities to a general public.</p>	<p>9</p>	<p>During the next 3 years</p>	<p>SD, GM, CM & Research staff</p>	<p>Dissemination activities of different research areas of BCAM open to the public (such as, the Science Week...).</p>	<p>In progress</p>	<p>Currently, BCAM researchers participate in different dissemination activities. But it is still necessary to continue organising more activities opened to general public in order to bring the science, in general, and the mathematics particular close to the society.</p> <p>NEW ACTION ADDED IN THE ACTION PLAN 2018-2021</p>

2. RECRUITMENT						
Complete the OTM-R Checklist	12, 13, 14, 15	December-18	GM & MA	OTM-R Checklist document	Completed	NEW ACTION ADDED IN THE ACTION PLAN 2018-2021
Elaborate the new OTM-R policy	12, 13, 14, 15	January-21	GM & SD	OTM-R policy document	In progress	NEW ACTION ADDED IN THE ACTION PLAN 2018-2021
Communicate the new OTM-R policy to the employees and publish it on BCAM website	12, 13, 14, 15	January-21	GM & CM	The communication of the OTM-R policy document to all the employees and publish it on the website	In progress	NEW ACTION ADDED IN THE ACTION PLAN 2018-2021
Review the current Evaluation System and remind it to the researchers	11	June-19	GM	Remind to the researchers that the Evaluation System is published on the Intranet.	In progress	NEW ACTION ADDED IN THE ACTION PLAN 2018-2021
3. WORKING CONDITIONS AND SOCIAL SECURITY						
BCAM Survey update (aligned to HRS4R)	24	December-16	MA	Survey improved (with the 40 principles of the C&C).	Completed	
BCAM survey execution	24	July-2018	MA	Survey. Due to the nature of the centre and the number of employees, it has been considered that it is better to do the survey biannually. Therefore, it has been done in July 2018 by a Google form .	Completed	
BCAM survey evaluation and revision of action	24	April-17	GM & MA	Survey evaluated and revised.	Completed	

plan						
BCAM (anonymous) suggestion box process definition	34	July-16	MA	Suggestion box Procedure defined and documented.	Completed	
BCAM (anonymous) suggestion box system implementation	34	September-16	MA	Suggestion box placed in the centre (Photo) and communicated to all the employees.	Completed	
BCAM suggestions evaluation	34	Quarterly	GM	Monthly revision, evaluation and documentation of the suggestions received.	Completed	
Assessment on research facilities needs: working spaces and resources	23	Yearly	GM & internal support	1) New spaces (offices) provided for the researchers. 2) Cluster upgrade through nodes acquisition.	Completed	1) New offices rented since September 2017 (Alameda Mazarredo 16, 48009, Bilbao). 2) Cluster upgrade, December 2017. Photo .
Personal Process improvement in relation to the combination of family and work	24	February-19	PM & MA	Survey about work and family combination.	In progress	The survey has been done and it must be evaluated. The results will be evaluated in February 2019 ACTION ADDED IN THE NEW ACTION PLAN 2018-2021
Define and approve the professional career development plan	28	April-16	GM & GB	Preparation of a document which defines the professional career development plan.	Completed	The career development plan was approved by the General Board in April 2016 and communicated to all BCAM members.
Review and update the professional career	28	January-20	SD & GM, with the	Review the document of the professional career development plan.	Extended	The career development plan will be adapted to new available potential positions. The idea is to provide researchers with

development plan			support of the PIs and the administrative staff			<p>information about the possibilities to continue developing professionally and to give them access to career advice. As planned, this will be done for January 2020.</p> <p>ACTION ADDED IN THE NEW ACTION PLAN 2018-2021</p>
Improve the communication of the professional career development	25, 28, 30	November-16	GM	Communicate and explain this plan to the employees in a general meeting (Summer meeting 2016).	Completed	<p>Since the center is very dynamic and new researchers join BCAM, we consider that is important to remind them the Career Development Plan annually.</p> <p>ACTION ADDED AGAIN IN THE NEW ACTION PLAN 2018-2021</p>
Strengthen the link with the University of the Basque Country and other universities so as to provide additional teaching opportunities in Master courses	33	October-17	SD & GB	New Agreements with the Universities. Concertedly, BCAM has signed and Agreement with the MORE master of the UPV/EHU. Published in the website .	Completed	<p>The survey shows that the evaluation of the "Teaching" principle is low. So BCAM has to continue improving in this sense, providing additional teaching opportunities to the researchers apart from the current ones.</p> <p>ACTION ADDED AGAIN IN THE NEW ACTION PLAN 2018-2021</p>
Organize a leisure activity for all BCAM members for team building		Yearly	MA	Leisure activity for all the team.	Completed	<p>Every year, together with the BCAM SAC meeting a lunch open for all BCAM members is organized for team building and experience sharing.</p> <p>Additionally, every year a Christmas cocktail is also organized so as to share the ending year achievements and develop plans for the next one. BCAM yearly Christmas card is also a team building activity since it is handmade by BCAM researchers in all BCAM languages.</p> <p>In 2016 an additional leisure activity during</p>

						summer was organized. Photo The 30 th October 2018 another outdoor group activity has been carried out to celebrate BCAM's tenth anniversary.
Training and evaluation on Psychosocial risks	23, 24	September-16	External experts	1) Training done on November 2018. 2) We have the report of the Evaluation prepared on February 2018 by the external experts. 3) BCAM has defined a Preventive Action Plan on May 2018, with two aims: Improvement of the work load and organisation and improvement of the participation and supervision.	Completed	
New offices to stablish a laboratory for researchers of some research lines of BCAM	23	February-19	GM & internal support	The new offices	In progress	NEW ACTION ADDED IN THE ACTION PLAN 2018-2021
Elaboration and implementation of the Gender Equality Plan	27	June-21	GM & Gender Equality Working Group	Gender Equality Plan document	In progress	NEW ACTION ADDED IN THE ACTION PLAN 2018-2021
Improve the Welcome	23, 24, 25, 28,	January-20	GM & MA	Elaborate a "Welcome New Employees" document with useful information for new	In progress	NEW ACTION ADDED IN THE ACTION PLAN 2018-2021

Plan for new employees	30			employees (such us, how access BCAM procedures, the Career Development Plan, Funding opportunities, Health and Safety at Work, etc.)		
Creation of the BCAM Management Committee	35	January-19	SD & GM	A Committee composed by the Scientific Director and Research Area Coordinators created so as to evaluate the distribution of funding for BCAM programs and personnel per area, participating also in the BCAM researchers performance evaluation.	In progress	NEW ACTION ADDED IN THE ACTION PLAN 2018-2021
Include the “HRS4R indicator” in the Strategic Plan of BCAM	24	June-19	SD, GM & MA	Creation of a control panel elaborated with the information extracted from the results of each survey done in BCAM.	In progress	This indicator will allow BCAM to measure the level of satisfaction of each principle. And we will be able to compare the results in different periods and to measure the impact of each action. NEW ACTION ADDED IN THE ACTION PLAN 2018-2021
4. TRAINING						
Define an explicit Mentorship Programme	28, 36, 37	February-17	SD & GM	Preparation of a document which defines the Mentorship Programme.	Extended	Extended to May 2019 due to lack of resources. However, it may be mentioned that we already have a mentor for the PhD students (prof. Arghir Zarnescu). ACTION ADDED IN THE NEW ACTION PLAN 2018-2021

Implement the Mentorship Program (define mentors, responsibilities)	28, 36, 37	September-17	SD & GM	Selection of mentors and definition of their responsibilities.		Extended to May 2019 due to lack of resources. However, it may be mentioned that we already have a mentor for the PhD students (prof. Arghir Zarnescu).
Evaluate the Mentorship Programme	28, 36, 37	December-18	SD & GM	Annual evaluation of the document.		ACTION ADDED IN THE NEW ACTION PLAN 2018-2021
Recommendations/guide lines to PIs about supervision duties	36, 37, 40	April-17	SD & GM	Preparation of a document for the PIs, which defines the recommendations and guidelines about supervision duties.		
<i>Training plan definition (including training on languages and other skills):</i>						
*Training needs assessment	38, 39	July-16	GM & MA	Survey done in May 2016, July 2017 and August 2018.	Completed	Every year BCAM will carry out a training needs assessment
* Development and periodic update of Training Plan	38, 39	September-16	GM & MA	Yearly update of the survey and Training plan (June and December of each year).	Completed	
* Management of training actions	38, 39	all the period	GM & MA	Yearly management of the training activities (June and December of each year).	Completed	Trainings carried out: *Basque and Spanish courses: September 2017 - June 2018 *Psychosocial risk training: November 2017 *Effective Communication and team work training: November and December 2017 *Time Management Training: November 2017 *Specific training for researchers: BCAM has an annual course program and also organizes

						<p><u>Summer Schools</u>. All the information is available on the website.</p> <p>*Technical training for the IT department: "Despligue de aplicaciones con Docker" in 2017.</p>
* Training Plan Monitoring	38, 39	Twice a year	GM & MA	Biannual evaluation, in June and December of each year (taking into account the level of attendance and the assessment of the participants of each course/training session).	Completed	

The extended version of the reviewed HR Strategy for your organisation for the next 3 years, including the OTM-R policy must be published on your organisation's website.

Please provide the link to the dedicated webpage(s) on your organisation's web site *:

<http://www.bcamath.org/en/the-center/hrs4r>

If your organisation has already filled in the OTM-R checklist in the Initial Phase, please also indicate how your organisation is working towards / has developed an Open, Transparent and Merit-Based Recruitment Policy. Although there may be some overlap with a range of actions listed above in the action plan (as emerged from the Gap Analysis), please provide a short commentary demonstrating the progress of the implementation versus the initial phase.

Comments on the implementation of the OTM-R principles

One of the main objectives of BCAM for the next period 2019-2021 consist of analysing, assessing and integrating the Open, Transparent and Merit-Based Recruitment Policy in our internal recruitment policies.

Therefore, the OTM-R checklist will lead BCAM to improve its current internal Recruitment and Selection process and to elaborate and implement and new OTM-R policy.

In case your organisation has entered the HRS4R process prior to the publication of the OTM-R toolkit and recommendations by the European Commission (2015), please fill out the OTM-R checklist.

Ideally, the extended version of the reviewed OTM-R policy and actions should be published on your organisation's website. Please provide the web link to the OTM-R dedicated webpage(s) if it is different than the one where the reviewed HR Strategy is located.

N/A

N.B. Please be aware that your OTM-R policy should be 'embedded' into the institutional HR strategy at the renewal phase at the latest.

4. IMPLEMENTATION (MAX. 1 PAGE)

General overview of the implementation process: (max. 1000 words).

We consider that the implementation of the HRS4R has been very positive for the centre and, although there is still a lot of room for improvement, the results of the surveys are very positive. Therefore, this indicates that we are on the right track.

As confirmation of this is that in July 2018 BCAM was officially recognised as a "Severo Ochoa" center

of excellence by the State Research Agency, which is part of the Ministry of Science, Innovation and Universities, in the 2017 call for proposals. We were the first Basque center to receive this accreditation in 2013, and we have just become the first to obtain it for the second time.

This is implying that BCAM research staff is growing quickly in the last years, so we are making a special emphasis on the improvement of the Human Resources Management.

As we previously mentioned, one of the main challenges for BCAM since its creation has been the attraction and retention of researchers, as the scientific environment is very competitive. So, the implementation of the Charter and Code and the HRS4R has provided BCAM the opportunity to foster the implementation of its “Wellbeing at BCAM” Program with new actions derived from the feedback about the 40 principles.

This process is open for all research categories and administration staff, and contributes to stimulate the working environment.

For that reason, the implementation of the actions defined in the Action Plan (in the old one and in the new one) are of vital importance to guarantee the best conditions for all new and old BCAM members. So as to include new good practices and maintain the current ones, these actions will be included in the BCAM Management model and organisation culture. We will also ensure that these processes and the HR Excellence Principles are regularly communicated, so all BCAM members are aware of them.

As this is a continuous improvement process, we will keep on periodically gathering feedback, and adapting the actions defined to the future needs of the center, so that they really contribute to the principles and consequently to the working conditions of all the employees at the centre.

Make sure you also cover all the aspects highlighted in the checklist below:

- How have you prepared the internal review?

In order to prepare the internal review, first of all, the HRS4R working group:

- 1) has carried out a survey aligned to the 40 principles included in the standard C&C that was send to all the center. The participation of the survey was very significant: 63 out of 82 people completed the survey.

The survey was presented to the researchers together with a specific instructions (via Google Forms), emphasizing the meaning of the two standard questions in each principle (“How much do you agree with this principle?” and “How far is the BCBL from achieving this principle?”). Apart from this, we included a “Remarks” space for general comments at the end of the document to feel free to express any other concern which may not be included in the previous 40 principles.

The survey was completely anonymous, only having to indicate if they were: BCAM Researcher, BCAM/IKERBASQUE Researcher, Postdoctoral Fellow, PhD Student or

Administrative Staff.

The results were collected in an excel for analyze and extract all the relevant information.

- 2) and has analysed the previous HRS4R report and the Action Plan in order to evaluate the current status of the actions defined there.

With this information the HRS4R Working Group has been able to extract relevant and useful information in order to elaborate this internal review and to define the new actions for the next 3 years.

- How have you involved the research community, your main stakeholders, in the implementation process?

In order to get a global view of the outcome of the implementation of the HRS4R and extract as much information as possible, everybody has been involved in the self-assessment process carried out at BCAM: The Scientific Director, General Manager, all the Researchers and also the Administrative Staff. This participation by all the BCAM team has been carried out by different ways:

- The previously mentioned survey aligned to the 40 principles, with a very high participation (63 out of 82 people completed the survey).
- BCAM provides also employees with different participation channels that can use whenever they want: anonymous suggestion box, general meetings, etc.
- Informative Communications about the HRS4R to all the employees encouraging people to participate.

- Do you have an implementation committee and/or steering group regularly overseeing progress?

The implementation process of the HRS4R it is coordinated by the HRS4R Working Group, which is composed by the following members: The Scientific Director, the General Manager (who coordinates the group), 1 Researchers representative and 1 administrative staff member.

Every semester HRS4R Working Group members meet to monitor the process and check the status of the Actions defined in the strategy. And during the implementation they also meet some researchers' representatives to work on the defined action, benefitting from all the different perspectives. The main objective of this group is to standardize the tracking system for the continuous improvement of the HR strategies that are focused on researchers.

- Is there any alignment of organisational policies with the HRS4R? For example, is the HRS4R recognized in the organisation's research strategy, overarching HR policy?

The HRS4R strategy in BCAM is embedded within the overall strategy of the center.

BCAM's governance and management models are based on the EFQM (European Foundation for Quality Management). This model is people-centered, since our team is the foundation for the success and excellence of an organization. In fact BCAM strategy is centered in the following axis:

- **Team (People):** People are the key success factor of our strategy. Our organization is a whole, where researchers, managers and support personnel work together on a team based and collaborative way. We look for polyvalent and complementary profiles, so each individual can develop a successful career.
- **Innovation (Processes):** The base of our activity is based on creativity and innovation. We yearn for excellence in everything we do, fostering the participation of the people.
- **Coherence (Excellence):** The organization of the center, the people that make it possible are aware of the aims established by our governing bodies, so our infrastructures, equipment and working habits are consistent with the objectives of excellence.

Considering that researchers are the main asset of a knowledge-intensive center, that we are a multi-cultural center with researchers from about 25 different nationalities, during its initial period, BCAM has been working on the definition of the most suitable policies to support researcher's work. Based on competence management diagnosis, and aligned with BCAM strategic objectives, specific methodologies and solutions to build common values have been developed, such as the HRS4R.

- How is your organisation ensuring that the proposed actions are also being implemented?

As it has been previous mentioned, BCAM has a HSR4R Working Group that coordinates the Human Resource Strategy for Researchers. Therefore, this group monitors the progress of the Action Plan and ensures that the proposed actions are being implemented in the stablished timeline, achieving the expected results.

And, in those cases which is necessary, the HRS4R Working Group proposes modifications in the Action Plan, such as, modification of the priorities, change of deadlines, etc.

- How are you monitoring progress?

Apart from the indicators established in the Action Plan, BCAM Strategic Plan includes a set of indicators (technical and non-technical) that also reflect aspects such as gender balance, number of researchers (doctoral, postdoctoral and senior), etc. Therefore, all these indicators, as well as the established deadlines, are essential to monitor the process and to measure the level of implementation of each action.

Additionally, it is worth to mention, that in the Action Plan 2017-2021 we have included a new action which consists of creating a new **“HRS4R indicator”** to measure the level of satisfaction of each principle. This indicator will be obtained by a control panel elaborated with the information extracted from the results of each survey done in BCAM. So, it will give us the possibility to compare the results in different periods and to measure the impact of each action.

- How will you measure progress (indicators) in view of the next assessment?

As indicated in the previous point, we will create a control panel with the information extracted from the results of each survey done in BCAM. From this control panel we will obtain the **“HRS4R indicator”**, that will give us the possibility to compare the results in different periods (the progress) and to measure the impact of each action.

- How do you expect to prepare for the external review?

First of all, the HRS4R Working Group will carry out a self-assessment again and complete a new internal review in order to have a global vision of the status of the HRS4R at BCAM.

Once the internal review is done, the HRS4R Working Group will complete the corresponding template for the external review in order to facilitate all the necessary information to the external assessors before the visit.

During the external visit, the HRS4R Working Group will be totally available to meet the assessors, in order to clarify any doubt and to receive their evaluation and recommendations for improvement.